

CIVILIAN COMMAND CLIMATE SURVEY (VERSION 1.0)

ADMINISTRATOR'S GUIDE

1. **PURPOSE.** The attached **Civilian Command Climate Survey** provides you with a tool for reviewing the climate of your organization, such as an assessment upon arrival of new employees or supervisors. Organization "climate" factors such as leadership, cohesion, morale, and the human relations environment have a direct impact on the effectiveness of your organization.

2. **SCOPE.** The **Civilian Command Climate Survey** briefly addresses 20 climate areas (question numbers in parentheses): Senior leadership (1), Mid-Level leadership (2), Immediate supervisor (7), Supervisor accessibility (4,5), Supervisor concern for families (16), Supervisor concern for employees (17), Organization cohesion (3,6), Counseling (8), Training (9), Racist materials (10), Sexually offensive materials (11), Stress (12), Training schedule/plan (13), Sponsorship (14), Respect (15), Organization readiness (18), Morale (19), Sexual harassment (20), Discrimination (21), and Reporting harassment/discrimination incidents (22). Additional questions on gender and race are asked. Space is provided for comments on unit strengths and areas most needing improvement.

3. **USE.** The survey is designed as a self-contained, stand-alone tool for you as a Director/Chief or Commander. You will administer the survey, score or tally the results, and conduct your own analysis to assess your organization's current climate. The survey results may provide indicators of strengths and issues in your organization. You should use additional methods to assess the organization climate, such as observations, personal interviews, reports, and other organization data.

4. ADDITIONAL INSTRUCTIONS.

a. **Administration Procedures.** All basic steps are performed at the organization level:

(1) Make copies of the 2-page questionnaire which is attached. Staple the pages, if necessary.

(2) Use a roster to ensure all members of the organization complete the survey.

(3) Arrange for a time and place for employees to complete the 6- to 10-minute questionnaire, ensuring:

- the individual's privacy is protected so responses are anonymous, and
- there will be no interruptions.

(4) Explain to employees why the survey is being conducted and how the results will be used.

(5) Distribute a copy of the survey and a blank envelope to each employee. Instruct the employees to complete the survey, place the completed survey in the envelope, and seal it.

(6) Provide a drop box to facilitate further the anonymity of respondents.

(7) Score/tally the responses, using the worksheet on the following page.

(8) Analyze the data.

(9) Summarize the findings.

(10) Report the findings to the organization.

b. **Scoring.** Use the worksheet on the next page to score/tally the responses for the questionnaire.

(1) For each question, place a mark in the appropriate box on the worksheet that corresponds to the individual's response. Repeat the process for all questions and for all completed questionnaires.

(2) Count the **NUMBER OF RESPONSES** for each of the response categories for a question and enter that count in the appropriate response category column on the worksheet.

(3) Add the **NUMBER OF RESPONSES** for all response categories for the question. Enter this number--the **TOTAL NUMBER OF RESPONSES** for the question--in the column labeled "Total. "

(4) Divide the **NUMBER OF RESPONSES** for each response category by the **TOTAL NUMBER OF RESPONSES**, yielding a **PERCENT** figure for each response category. Enter the **PERCENT** figure in the appropriate column on the worksheet.

(5) For Question 21, which allows multiple responses, count the number of persons who answered the question, and use that number for the **TOTAL NUMBER OF RESPONSES**.

c. **Analysis.** Use methods such as rank-ordering from highest to lowest to compare the percent figures for similar questions. Do this for both the "positive" (such as Strongly agree/Agree) and "negative" responses (such as Disagree/Strongly disagree).

SCORING WORKSHEET

QUESTION NUMBER	Strongly agree/Agree	Neither agree nor disagree	Strongly disagree/Disagree	Total
Q1: Senior Leaders care				
Q2: Mid-Level Ldrs care				
Q3: Employees care				
Q4: Easy to see Superv.				
Q5: Easy to see Deputy				
Q6: Work well together				
Q7: Supervisor example				
Q8: Counseling/coaching				
Q9: Get training needed				
	No	Yes, once in a while	Yes, frequently, very frequently	Total
Q10: Racist materials				
Q11: Sexist materials				
	None/Slight	Moderate	High-Extremely High	Total
Q12: Level of stress				
	14 or more days	8-10 days, 11-13 days	1-3 days, 4-7 days	Total
Q13: Days training schedule/plan posted in advance				
	Extremely, Very, Moderately helpful	Slightly, Not at all helpful		Total
Q14: Sponsorship				
	Very great, Great, Moderate extent	Slight extent, Not at all		Total
Q15: Treated with respect				
Q16: Interest in families				
Q17: Interest employees				
	Very well, Well, Moderately prepared	Not well, Not at all prepared		Total
Q18: Perform duties/mission				
	Very high, High, Moderate	Low, Very low		Total
Q19: Own morale				
	No	Yes, not affected	Yes, affected	Total
Q20: Sexually harassed				
	Marked	Not marked		Total
Q21. 1 No, not discriminated				
Q21. 2 Yes, racial				
Q21. 3 Yes, religious				
Q21. 4 Yes, gender (sex)				
Q21. 5 Yes, national origin				
Q21.6 Yes, age				
Q21.7 Yes, disability				
	No	Yes		Total
Q22: Report incident				
	Male	Female		Total
Q23: Gender				
	Black	White	Other	Total
Q24: Race/ethnicity				

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SURVEY APPROVAL AUTHORITY: U.S. Army Research
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SURVEY CONTROL NUMBER: PERI-AO-97-11
RCS: MILPC-3

INSTRUCTIONS

YOUR OPEN, HONEST RESPONSES ARE NEEDED
TO PROVIDE INFORMATION FOR DECISIONS
AFFECTING YOUR ORGANIZATION.

- The survey is anonymous.
- Only group statistics will be reported.
- Circle the number to indicate your response for each question.
- Put the completed survey in the envelope provided.
- Place the survey/envelope in the drop box or return it to the person who gave it to you.

THANK YOU FOR YOUR TIME AND COOPERATION!

Do you agree or disagree with the following statements about you and your organization?

- | | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|--|-------------------|----------|----------------------------|-------|----------------|
| 1. Senior Leaders in this organization care about what happens to their employees. | 5 | 4 | 3 | 2 | 1 |
| 2. Mid-Level Leaders in this organization care about what happens to their employees. | 5 | 4 | 3 | 2 | 1 |
| 3. Employees in this organization care about what happens to each other. | 5 | 4 | 3 | 2 | 1 |
| 4. It is easy for employees in this organization to see the supervisor about a problem. | 5 | 4 | 3 | 2 | 1 |
| 5. It is easy for employees in this organization to see the Deputy about a problem. | 5 | 4 | 3 | 2 | 1 |
| 6. Members in my work unit work well together as a team. | 5 | 4 | 3 | 2 | 1 |
| 7. In terms of work habits and on-the-job behavior, my immediate supervisor sets the right example by his/her actions. | 5 | 4 | 3 | 2 | 1 |

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

8. I receive the counseling and coaching needed to advance in my career. 5 4 3 2 1

9. I receive the training needed to perform my job well. 5 4 3 2 1

10. Are racist material(s) displayed by members of this organization?

4. No
3. Yes, once in a while
2. Yes, frequently
1. Yes, very frequently

11. Are sexually offensive material(s) displayed by members of this organization?

4. No
3. Yes, once in a while
2. Yes, frequently
1. Yes, very frequently

12. What level of conflict/stress are you experiencing in this organization?

6. None
5. Slight
4. Moderate
3. High
2. Very high
1. Extremely High

13. Usually, how far in advance do you know the unit training schedule/plan; that is, where you will be and what you will be doing?

5. 14 or more days
4. 11-13 days
3. 8-10 days
2. 4-7 days
1. 1-3 days

14. During your arrival--move (to this organization), how helpful was this organization?

5. Extremely helpful
4. Very helpful
3. Moderately helpful
2. Slightly helpful
1. Not at all helpful

(Continued)

15. To what extent do the persons in your supervisory chain treat you with respect?

5. Very great extent
4. Great extent
3. Moderate extent
2. Slight extent
1. Not at all

To what extent do the following apply to the supervisors at your place of duty?

Supervisors in my place of duty...	Not at all				
	Slight extent				
	Moderate extent				
	Great extent				
	Very great extent				
16. show a real interest in the welfare of families.	5	4	3	2	1

17. show a real interest in the welfare of employees.	5	4	3	2	1
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18. Describe how well prepared this organization is to perform its duties/mission?

5. Very well prepared
4. Well prepared
3. Moderately prepared
2. Not well prepared
1. Not at all prepared

19. How would you rate your current level of morale?

5. Very high
4. High
3. Moderate
2. Low
1. Very low

Sexual harassment is a form of gender discrimination that involves deliberate or repeated unwelcome sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature).

20. During the last 12 months, have YOU been sexually harassed by someone in this organization?

1. No
2. Yes, but it really didn't affect/bother me.
3. Yes, and it did affect/bother me.

Equal Opportunity refers to the fair, just, and equitable treatment of all soldiers and family members, regardless of race, color, religion, gender (sex), or national origin.

21. During the last 12 months, have YOU been subjected to discrimination in this organization? CIRCLE ALL THAT APPLY.

1. No
2. Yes, racial
3. Yes, religious
4. Yes, gender (sex)
5. Yes, national origin
6. Yes, Age.
7. Yes, Disability.

22. I would report an incident of sexual harassment or discrimination to my supervisor/EEO Office.

1. No
2. Yes

23. Are you male or female?

1. Male
2. Female

24. What is your racial/ethnic background?

1. Black
2. White
3. Other (Hispanic, Asian or Pacific Islander, Native American, Eskimo or Aleut)

COMMENTS

Please list three things that are going very well in this organization.

1.

2.

3.

Please list three things that most need improvement in this organization.

1.

2.

3.

THANK YOU FOR COMPLETING THIS SURVEY.